

# Fareham

The prosperous, safe and attractive place to be

Corporate Strategy 2011-2017



**FAREHAM**  
BOROUGH COUNCIL

# Corporate Strategy 2011–2017

Welcome to our corporate strategy for Fareham Borough Council. This document sets out our strategic priorities for 2011 to 2017 and emphasises our determination and commitment to ensure that Fareham remains a prosperous, safe and attractive place to live and work.

The Corporate strategy was adopted in 2011 and carefully considers what residents, service users, partners and others say is important to them. We have looked at our performance and service delivery to see how it compares with other similar Councils.

Over the period of the strategy we will face unprecedented reductions in available resources. We will need to ensure that these resources are directed towards our declared priorities and we will continue to use feedback from residents and from surveys to inform our decisions about which services and initiatives are the most important.

This strategy contains a reduced number of priorities that will provide a clear focus on the most important issues that need to be addressed by the Council over the next six years.



# Profile of Fareham

Fareham is located in an area of some 30 square miles along the south coast of Hampshire between Portsmouth and Southampton. It is well connected to the M27 motorway, has good rail links to London and other major centres and easy access to the ferry ports and Southampton international airport. The population of 111,600 is expected to grow by 5.4% over the next 20 years with a growing number in the population aged 45 or more. Black and minority ethnic groups make up a small proportion of the population in comparison to the rest of the south east region. Development at Welborne, a new community to the north of Fareham, is due to start in 2016 comprising of around 6,500 homes, commercial buildings and community facilities. Considerable effort will be required to ensure that the appropriate infrastructure is provided to support a sustainable community whilst maintaining a balance between the natural and built environments.

Fareham is a popular and attractive place to live and has a good record regarding environmental sustainability. Within Fareham's boundaries there are 6 nationally important sites of special scientific interest, 92 sites of importance for nature conservation and 4 nature reserves. The Borough has many historic buildings, 13 conservation areas, nearly 600 listed buildings plus 7 historic parks and gardens of regional or local importance. Residents have said consistently in national and local surveys that they are satisfied with the local area as a place to live.

Fareham is a thriving business area with low unemployment. Many of Fareham's businesses are of local origin with a high survival rate from start-up. The growth in jobs at Whiteley, Segensworth and the Solent Business Park has reduced the number of residents commuting to work elsewhere. The proportion of Fareham's working age population that are in work is higher than both the regional and national rates and the average annual salary for a full time worker living in Fareham is significantly higher than national average earnings.

Fareham is a safe and healthy place compared to many other parts of the country. The total number of recorded crimes in Fareham has been falling in recent years. Based upon the number of crimes recorded, Fareham's Community Safety Partnership is in the top quartile when compared to other similar authorities. The health of people living in Fareham is generally good when compared to other areas. Life expectancy is higher than the national average for men and women and over the last 10 years, the rate of death from all causes, and early death rates from cancer and from heart disease and stroke, have all fallen and remain lower than the national average. Deprivation levels across the Borough are generally very low, but there are pockets of deprivation where unemployment is much higher and educational achievement is much lower when compared to other parts of the Borough.



The Council continues to invest in leisure activities, opening new football facilities, seeking to achieve a new swimming pool in the west of the Borough and increasing the number of sell-out shows at Ferneham Hall.

On the whole, Fareham's residents are well housed; with 9 out of 10 houses being owner occupied which is the highest in the region and fourth highest in England. In contrast, the proportion of social and private rented housing is very low. The housing stock generally is in good condition with few properties needing major repairs or lacking standard amenities and it is also energy efficient. Average house prices are significantly higher than for neighbouring local authorities in south east Hampshire, but lower than in Hampshire as a whole. First-time buyers in Fareham struggle to get into the housing market as the ratio between average house prices and earnings is significantly higher than the level for other areas in south east Hampshire.

Community Action Teams (CATs) meet in five areas in the Borough for residents to talk to the Council about developments, suggestions and requirements for their areas. An online Customer Engagement Panel has been formed and work is on-going to develop an equalities forum. The Council also has a commitment to being open and transparent to help customers to better understand its business.

The Council is considered to manage its resources well, has good leadership, a flexible and adaptable workforce and a strong awareness of its financial position. Each year the Council sets its proportion of the Council Tax at or below the rate of inflation.

Surveys show that residents are satisfied with the way the Council runs things and that it provides good value for money. It performs well and is good at keeping Fareham as an attractive and prosperous place to live, work and visit.

## Our Vision

Fareham is a 'prosperous, safe and attractive place to live and work'. This has not happened by accident but by careful management and development, and constant attention to our environment and the needs of our communities. Our vision for Fareham's future is based upon the assumption that residents want to preserve all that is good about Fareham, whilst increasing prosperity and making it an even more inclusive and attractive place to live and work.

## Our Values

Everything we do is guided by a set of values which are shared by all elected members and employees. These are:

- Listening and being responsive to our customers.
- Recognising and protecting the identity of existing settlements.
- Enhancing prosperity and conserving all that is good.
- Being efficient and effective and providing value for money.
- Leading our communities and achieving beneficial change.



# Our Priorities

To achieve this vision we will focus our efforts and resources on achieving seven corporate priorities. These are:

- To **protect and enhance the environment** by ensuring that Fareham remains a clean and attractive place to live and work. We will make sure that the built heritage and natural environment are conserved and enhanced for future generations and ensure that we minimise the impact on the environment by reducing our use of natural resources; minimising the generation of waste; whilst maximising the collection of recyclable materials. The key challenge in the foreseeable future will be to plan the development of Welborne, a new sustainable community to the north of Fareham.
- To **maintain and extend prosperity** by working with others to continue to support and promote the economic vitality of the Borough. Developing and improving vibrant town and district centres offering a range of shopping, leisure and employment opportunities will be vital to achieving this priority.
- To ensure that Fareham remains a **safe and healthy place to live and work** by working with others to provide an environment where people of all ages feel safe. We will also ensure that measures are in place to protect the health and safety of people who live, work or visit the Borough.
- To provide a reasonable range of **leisure opportunities for health and fun** so that residents and visitors of all ages can socialise with other members of our communities; participate in arts and entertainment activities; and improve their fitness and health.
- To work with our key partners to enable and support a **balanced housing market** so that residents of Fareham have access to good quality housing that is affordable, within their means and offers a choice of tenures. We will also take positive steps to prevent homelessness and assist individuals and families in securing good quality accommodation. We will support vulnerable people to help them access and sustain housing that is appropriate to their need and provide existing and future tenants of the Council with access to suitable and affordable rented accommodation.



- To build **strong and inclusive communities** by providing strategic leadership to help bring together key partners and encourage them to improve services and provide opportunities for residents of the Borough. We will also give people greater influence and power over the decisions that affect their lives and build more inclusive communities by providing easy and affordable access to information and services provided by the Council.
- To be a **dynamic, prudent and progressive council** by making sure that the decisions we make are transparent and that arrangements are in place to secure on-going improvement. Our overall priority is to ensure that we offer good value for money by providing high quality services and maintaining high levels of resident satisfaction, whilst keeping council tax levels low when compared to other district councils.



# Our Priorities for Improvement

The following paragraphs describe the improvement actions that we will aim to achieve by 2017. They are organised around the seven corporate priorities, except the first action, which will have a direct impact on each priority.

Detailed action plans showing the key milestones and targets for the year ahead will be developed on an annual basis as part of the service and financial planning process. These plans will be based on the resources that are available at the time and will be incorporated into service plans.

Priorities for improvement will be reviewed annually and progress will be monitored regularly.

## Affecting All Priorities

- 1) Plan for the development of Welborne, a new sustainable community to the north of Fareham which achieves high environmental and design standards and provides a wide range of transport choices.

## Corporate Priorities

### Protect and Enhance the Environment

- 2) Reduce the quantity of household waste and maximise the amount that is reused or recycled.
- 3) Provide leadership to residents and businesses in the borough to reduce energy usage, conserve natural resources and save money.

### Maintain and Extend Prosperity

- 4) Work with the Solent Local Enterprise Partnership and landowners to deliver a thriving aviation-led employment area at the Solent Enterprise Zone at Daedalus, which is supported by a viable airfield.
- 5a) Further improve Fareham town centre to provide enhanced shopping and public facilities, with improved access and parking.
- 5b) Development of the Locks Heath District Centre to meet the needs of local residents for shopping, community and leisure facilities and to complement neighbouring shopping centres and Fareham Town Centre.
- 6) Work to support economic growth and improved skills through the Partnership for Urban South Hampshire (PUSH) and the Solent Local Enterprise Partnership.





## **A Safe and Healthy Place to Live and Work**

- 7) Work with our Community Safety Partnership to continue to reduce anti-social behaviour and crime in Fareham.



## **Leisure for Health and Fun**

- 8) Provide community facilities in the Western Wards to include a swimming pool, cemetery, allotments, parkland and sports pitches.
- 9) Implement the findings of our review of community centres and sports pavilions and modernise buildings as appropriate giving priority to Fareham Town.
- 10) Develop new and improved parks, play areas and sports facilities using developers' contributions and external funding.

## **A Balanced Housing Market**

- 11) Enable the provision of 500 new affordable homes by 2017.
- 12) Modernise and improve sheltered accommodation across the Borough, including the replacement of Collingwood House as a priority.

## **Strong and Inclusive Communities**

- 13) Improve the wellbeing of people living in the Fareham Park area.
- 14) Focus on customer needs and satisfaction through improved communications and targeted service delivery.

## **Dynamic, Prudent and Progressive Council**

- 15) Maximise the value gained from assets that are owned by the Council.
- 16) Saving money, raising income and working in partnership with others to achieve more for less and continue to minimise council tax increases.



# Strategic Framework

The strategic framework (set out in the diagram on the back cover) describes the links between the key financial and planning documents which cascade down through the Council, from the sustainable community strategy to the objectives agreed by individual members of staff at their annual performance appraisals.

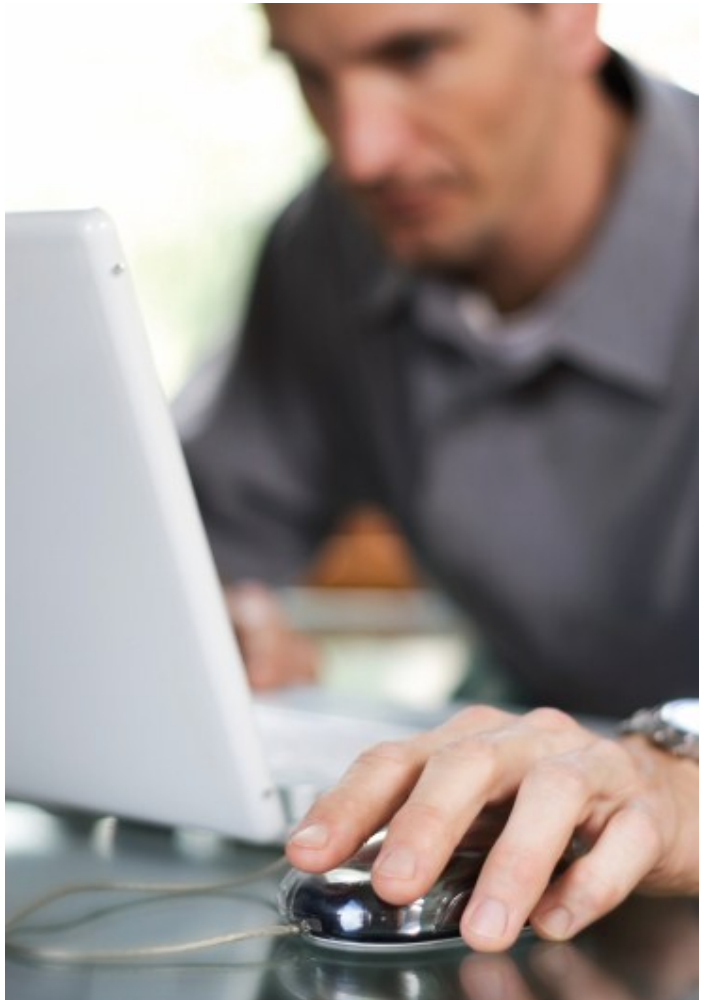
The **Sustainable Community Strategy – Your Future, Your Fareham** – is the high level strategic document which sets out a shared long-term vision for the Borough. This strategy was developed by the Local Strategic Partnership – networkfareham – in which the Council played a key role.

The Council's **Corporate Strategy** sets out our vision and priorities for the medium-term (i.e. six years). It also includes a set of improvement actions that describe the key projects and initiatives that we will focus on over this period.

A range of other key Council strategies and plans also link into the framework. They include:

- The **Local Plan – including the Core Strategy** which sets out the policies that will determine future land use to meet the needs of the sustainable community and corporate strategies.
- Other **strategies and plans** that relate to specific themes (e.g. housing, economic development and leisure etc.) also link into the sustainable community and corporate strategies.

- The **Medium Term Financial Strategy and Annual Budget**, which address the financial implications of all the Council's strategies and plans.



The corporate strategy and other strategies and plans are supported by **local service agreements** that bring together and describe the key activities and actions that will be delivered by individual service areas within the Council over the short-term (i.e. three years). They also include a range of performance indicators that demonstrate the degree of success of the Council in meeting the corporate vision and priorities.

# Further Information and Contacts

You can view Fareham Borough Council's corporate strategy at:

[http://www.fareham.gov.uk/pdf/about\\_the\\_council/vision.pdf](http://www.fareham.gov.uk/pdf/about_the_council/vision.pdf)

If you have any questions regarding this document, please contact a member of the Corporate Services Team at:

Tel: 01329 236100

Email: [corporateservices@fareham.gov.uk](mailto:corporateservices@fareham.gov.uk)

Address: Corporate Services

Fareham Borough Council

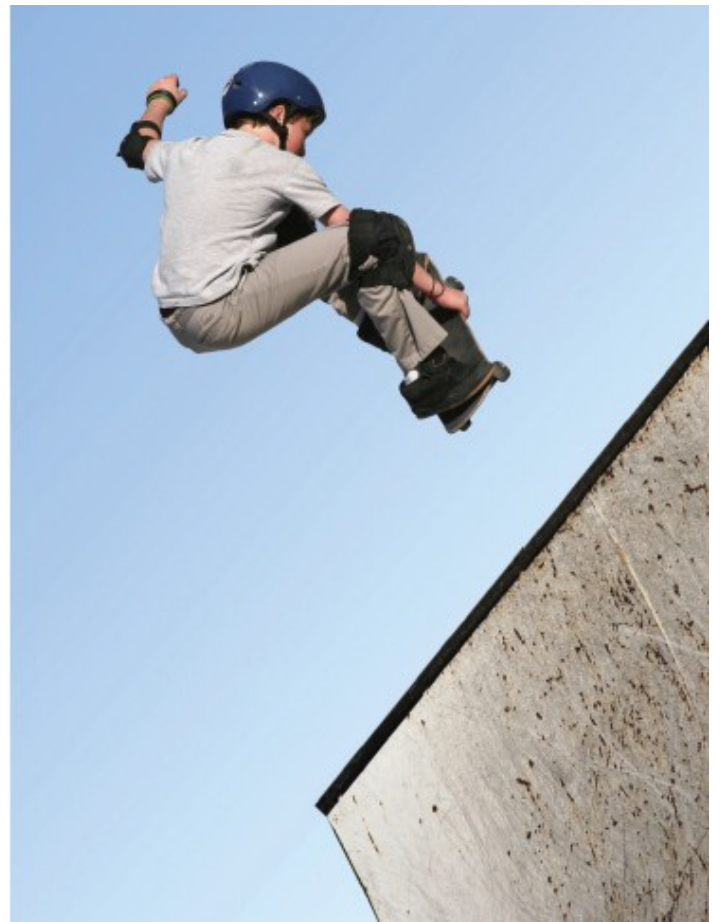
Civic Offices

Civic Way

Fareham

PO16 7AZ

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# Strategic Framework

